

**2018 Police Commander
Promotional Examination**

Candidate Test Guide

April 2018

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Overview

This test guide is designed to assist you in your preparation for the 2018 Police Commander promotional examination process. The examination process for this rank consists of the following phases:

- Phase I: Written Work Sample exam
- Phase II: Oral Board exam

Each phase of the examination will be standardized using the z-score method and weighted fifty (50%) percent of the total exam score. Seniority points will be added to passing scores. The cutoff date for seniority point calculations will be the last date of the test administration.

The examination is designed based on the information obtained from a job analysis of the police commander job classification. The job analysis provides a description of the duties performed by Columbus police commanders, and identifies the knowledge, skills, and abilities required to effectively perform the job.

The reading list for this examination is provided on the last two pages of this Guide and is also posted on the Civil Service Website, www.columbus.gov/civilservice/. Candidates are only permitted to bring non-electronic copies of the sources and dictionary to the test site. The Commission will make PDF copies of the internal sources available for use at the test site for both phases of the examination.

All internal sources subject to testing will include revisions up to and including those issued on or before January 31, 2018. The FOP Contract used for this administration is dated December 9, 2014 – December 8, 2017.

A video review and paper inspection of the oral board and written work sample will be offered for three days during the tentative results period (July 23-25) by appointment only. For the paper inspection, candidates may review copies of the scoring sheets that were completed by each assessor and verify their reported scores are correct. Candidates will also receive Feedback Surveys from the oral board completed by the assessors regarding the assessor's judgment of each candidate's strengths and/or weaknesses. For the video review, candidates will be able to view a copy of their recorded presentations for the purpose of identifying areas of personal development for future testing. The tentative results notice will contain information regarding these reviews.

Information Sessions

Prior to the administration of the upcoming examination, the Civil Service Commission will hold information sessions to inform candidates about the examination process. The

information sessions are optional; however, attendance at one session is recommended for all applicants. Identical information will be presented at each session. The sessions will cover some information that is not contained in this Test Guide and will also provide an opportunity for you to ask questions about the process.

The information sessions are scheduled for **Monday, May 21 at 2:00 p.m. and Wednesday, May 23 at 8:00 a.m.** These sessions will be held at **750 Piedmont Rd.**

Phase I - Written Work Sample Exam

DATE: **Tuesday, June 12, 2018**

LOCATION: The Commission's computer testing center at **77 N Front Street (3rd Floor).***

*An exam notice will be sent to each approved applicant indicating the exact time of this phase of the exam. Candidates are advised to arrive at the test site at least 15 minutes prior to the beginning of each phase of the examination. Finding a parking spot near the City's downtown campus can be challenging. You should have a parking plan before the day of the test.

Each component of the written work sample is designed to assess various managerial abilities necessary to be an effective police commander. The written work sample test will consist of one or more situations or problems similar to those a Columbus commander might face on the job. Candidates may be asked to describe, in writing, how they would handle each problem, issue, or situation. Candidates may be required to review and/or complete a letter, memo, report, or other written work product. The situation may require a brief description of actions to be taken or call for a detailed plan of action. Candidates will be given a set amount of time to complete this phase of the test.

Candidates may bring printed copies of the sources along with a non-electronic dictionary to the written work sample exam. **CANDIDATES MAY NOT SHARE SOURCES OR DICTIONARIES DURING THE EXAMINATION.** All sources will be subject to inspection at the test site to ensure that no additional summary pages have been added. The use of tabs, highlighting, underlining, and notes in the margins made in your sources prior to the exam are permitted. As noted earlier, PDF versions of the internal sources will be available for use.

The scoring of the written work sample exam may utilize behaviorally anchored rating scales (BARS), a check-off list or a combination of the two scoring mechanisms. During the development process, it will be determined which scoring method will be used based on the type of exercises developed. The option of using either or both scoring mechanisms allows flexibility in the development process and will aid in scoring.

Commander level in-basket type problems, such as those related to the review of paperwork, are better suited to the utilization of a check-off list scoring key.

Assessments of other management dimensions, such as critical analysis and creative problem-solving skills, with candidates responding in an open ended narrative response, are better suited to the utilization of BARS.

If BARS are used, there will be no clerical review or appeals. Assessors in the rank of commander or above from out of state will score the exam. The assessors will be provided with training for rating the exercise(s) and use of the scoring criteria.

If a check-off list is used, candidates will be provided a limited appeal process that allows candidates the opportunity to appeal to have flawed items removed from the scoring key. Candidates will also be provided with a clerical review. Candidates will be provided with a copy of their response booklets, the scoring key, and a scoring summary sheet listing all of the items for which they received credit. If a candidate believes that a response they provided is consistent with the key and they were not given credit for their response, they can complete a petition form asking to have their response reviewed by a subject matter expert.

If BARS are used for scoring, candidates will be evaluated on the following managerial dimensions:

- Delegation/Control
- Judgment/Decision Making
- Organizing/Planning
- Written Communication

Written Work Sample Scoring Dimensions

- **Delegation/Control:** The act of using personnel effectively to attain desired results. Establishes procedures to monitor tasks and job activities of personnel and their assignments.
- **Judgment/Decision Making:** The act of making up one's mind about something by critically assessing the alternatives. Makes decisions based on the logical assessment and weighing of evidence. Renders judgments, takes action, and commits oneself.
- **Organizing/Planning:** The act of systematically putting something in order using future-time orientation. Makes and implements plans that reflect CPD's mission. Provides a framework or strategy for accomplishing goals and overcoming obstacles.
- **Written Communication:** The act of clearly expressing ideas in writing. Presents ideas in a clear, concise, logical manner. Uses appropriate vocabulary, structure, grammar and syntax. Communicates appropriately for the needs of the audience.

Phase II – Oral Board Exam

DATE: Week of June 18, 2018

LOCATION: 750 Piedmont Road

Phase II of the promotional examination is the oral exam. The oral exam will consist of

two exercises. Candidates will be provided a set amount of time to prepare responses for both exercises. Candidates will be permitted to use notes generated during the preparation period when participating in the exercises. The allotted response time for the exam will be approximately 10-20 minutes for each exercise. The exact exam response times have not yet been determined. Candidates will be sequestered either before or after the examination. All candidates will be tested on the same day.

For role-play type exercises, individuals will be playing the roles of civilians, subordinates, peers, superiors, or others with whom the candidates are expected to interact in the given situation. For a structured interview, an interviewer(s) will ask each candidate one or more questions, and the candidate is expected to respond. For a presentation, candidates will be given a topic or problem and asked to present their ideas or solutions. Candidates will be expected to respond as if they currently hold the rank of commander with the Columbus Division of Police.

Candidates' presentations should be complete and concise, demonstrate a thorough awareness of the issues, and result in sound resolutions to the problems. Candidates will be evaluated on the following managerial dimensions:

- Oral Communication
- Interpersonal Relations
- Judgment/Problem Resolution
- Decisiveness/Initiative

Oral Exam Scoring Dimensions

Oral Communication

Oral Communication has two basic components—the ability to make one's thoughts or ideas understood by others, and the ability to understand thoughts or ideas expressed by others.

Oral Communication involves the ability to organize thoughts and express them in a clear and logical manner, to comprehend another's meaning, and to use appropriate vocabulary and correct grammar in oral expression. Candidates who speak distinctly and at an appropriate pace, enunciating clearly to the oral board members, are better able to communicate their ideas than candidates who rush or mumble. Oral communication also involves the ability to listen and accurately comprehend what others are saying or asking. Candidates who do not take the time to carefully listen to others run the risk of misinterpreting information. Candidates whose answers are unfocused, rambling, or non-responsive present themselves as being confused or unable to comprehend the information presented.

Interpersonal Relations

Interpersonal Relations has two basic components—the ability to work with other individuals in a cooperative and constructive manner, and the ability to consider and respect the feelings, needs, and viewpoints of others.

Interpersonal Relations involves the ability to establish and maintain cooperative and constructive working relationships with individuals and/or groups. Those candidates who are insensitive to the needs of others typically convey that insensitivity during the role-playing situations.

Judgment/Problem Resolution

Judgment and Problem Resolution involves identifying the problem, securing relevant information, assessing alternative courses of action, evaluating the potential results, and making sound decisions based on the logical assessment of available information. In short, this dimension involves the ability to make logical decisions based on the facts. The candidate who fully investigates the options, exhausts all sources of information, and develops a logical solution to a problem will perform well on this dimension. The candidate who doesn't bother to seek out information or consider alternatives, and thus comes to illogical conclusions or develops an ineffective plan, will not perform as well.

Decisiveness/Initiative

This dimension involves originating and implementing programs, taking action to achieve goals, making timely decisions, and committing oneself to a course of action.

Feedback

Feedback surveys will again be provided to commander candidates for the oral board exam phase. Assessors will complete a feedback survey form after video-scoring each candidate, indicating strengths and weaknesses exhibited during the exercises. The completed surveys will be provided to candidates at the video review. For those candidates not participating in the video review, the surveys will be sent in a sealed envelope to candidates via interoffice mail. The Commission will not maintain copies of the surveys. This format will provide candidates with six completed surveys.

**2018 Columbus Police Commander
Promotional Exam Reading List**

The revisions cutoff date for all internal division sources is 1/31/18.

Internal Division of Police Sources:

Directives Manual
Supervisor's Manual
Emergency Operations Manual
Arrest Search & Seizure Manual
2017 In-Service Training Legal Updates
Patrol SOP Manual
FOP Contract (December 9, 2014 - December 8, 2017)

Outside Reading Sources:

Supplemental sources, including, but not limited to texts, articles and documents, may be announced as needed for the written work sample and oral exam at the time of the application filing period.

PDF versions of the internal sources will be provided by Civil Service for use during both phases of the exam.

2018 COLUMBUS POLICE COMMANDER READING LIST ADDENDUM

Supplemental Reading List Materials:

Leading Change by John Kotter; Harvard Business Review Press (2012)
ISBN-10: 1422186431 or ISBN-13: 9781422186435
(amazon.com or barnesandnoble.com)

The following are linked to an article or handout on the Commission's website:

- *Community Engagement and Outreach
- *Diversity and Recruitment Efforts
- *FAQs Community Concerns Response
- *The President's Task Force on 21st Century Policing Implementation Guide
- *Limiting Police Use of Force: Promising Community- Centered Strategies
- *San Diego Community Review Board
- *The Ferguson Effect Reinterpreted, The Police Chief Magazine, October 2017
- *"Professional Development: Doctrine of Completed Staffwork" by Donna Lopiano, Ph.D., President, Sports Management Resources

General Note: Links to other sources listed in any of the above materials are not part of this reading list addendum.